



# **National Energy Technology Laboratory**

## **Center for Acquisition and Business Excellence**

### **EM PROJECT MANAGEMENT 2000 BREAKOUT SESSIONS**

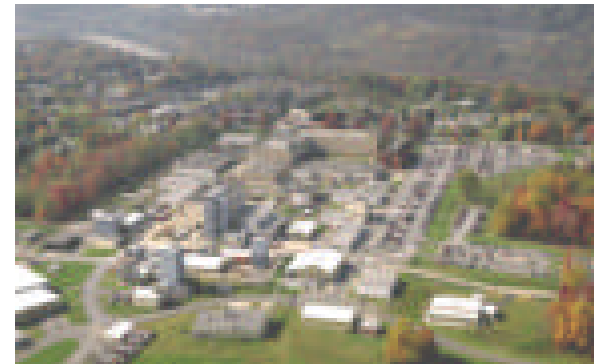
**Presented by**  
**Celinda Crawford, CABB Product Manager**  
**Karl Stoeckle, CABB Division Director**  
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# National Energy Technology Laboratory Background

*NETL is an international leader in solving energy and environmental problems. A total of 550 federal and 600 site support contractor employees work at NETL.*

- A suite of proven program and project management skills, engineering skills, systems analysis capability, administrative skills, and strong innovative contracting expertise.
- World-class fossil energy expertise, growing nuclear-related expertise, and extensive in-house R&D expertise.
- Partnering with and directing the private sector.
- Established Center for Acquisition and Business Excellence.



# Center for Acquisition and Business Excellence (CABE)

- **Background**

- Established at NETL in 1997 by the Office of Environmental Management.
- Staffed with 15 federal employees.

- **Clients and Partners**

- DOE Headquarters
  - Office of Environmental Management
  - Office of Engineering and Construction Management
  - Chief Financial Officer
  - Office of Defense Programs
  - Office of Privatization and Contract Reform
- DOE Field Offices
- Other Government Agencies



# CABE Products and Services

## Program Planning and Analysis

- Develop progress and performance indicators
- Collect and analyze key financial, technical, and regulatory data and report information
- Develop, analyze, reengineer, and benchmark business processes
- Support guidance and policy development
- Enhance technical and cost management information exchange

## Acquisition Planning

- Support development of policy/strategies
- Plan acquisitions
- Review and analyze effectiveness of contracting strategies
- Compile acquisition lessons learned and unique contract clauses

## Project Management

- Perform independent review and validation of projects
- Review and analyze project management systems
- Develop management control systems
- Perform risk assessment and contingency analysis

## Cost Engineering and Scheduling

- Review and validate cost and scheduling estimates
- Develop independent government cost estimates
- Develop integrated resource-loaded schedules
- Perform cost studies, critical analyses, and value engineering studies
- Develop cost/schedule guidance, training, and tools
- Enhance cost engineering through development and use of a common code of accounts



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# CABE Support to EM Project Management

## Why the CABE?

**CABE has a proven track record with access to internal and external subject matter expertise in project management.**

- **Benefits**

- Recognized Experts with Extensive DOE & Private Sector Experience
- Objective Analysis
- Strategies that Support Organization Goals
- Enhanced Partnerships with Better Solutions



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# **CABE Primary Areas of Support to EM Project Management**

- **Reviews**
- **Acquisition**
- **Scheduling**

## **OTHERS**

- **Cost and Value Engineering**
- **Risk Assessment and  
Management**



# CABE Support to EM Project Management

## Independent Reviews

### CABE Has:

- Bevy of successful independent reviews in support of EM HQ, EM sites and DP projects
- CABE capable of leading reviews and/or supporting their plan, coordination, schedule and estimate
- Assist in identifying and securing personnel resources
- Assist in comment resolution and post review analyses and reporting
- Longstanding involvement with management of DOE EIRs





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# CABE Support to EM Project Management

## Acquisition

### CABE Can:

- Support development of acquisition policies and strategies
- Plan acquisitions
- Review and analyze effectiveness of acquisition strategies
- Compile lessons learned and unique contract clauses



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# CABE Support to EM Project Management

## Scheduling

### CABE Has:

- Seasoned resident federal project scheduling expertise
- Experienced in integrating schedule and cost estimate
- Recognized Expert in DOE-EM schedule policy and guidelines
- Designated lead for this discipline by EM-6 for EM Complex



# **CABE Support to EM Project Management**

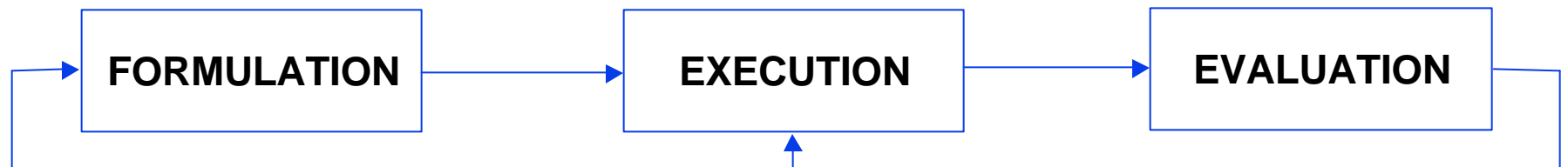
## **Cost Engineering**

### **CABE Provides Leadership to:**

- **ACE Team activities (cost estimation & validation work-shops, estimating tools and models, cost factors, reviews, guidance, etc)**
- **Cost Engineering activities supporting OEM, EM-HQ, DP and sites**
- **Environmental Cost Element Structure (ECES) development and promulgation via ACE Team**
- **Environmental Cost Analysis System (ECAS) development and promulgation via ACE Team**



# NETL Can Deliver Comprehensive Services Across the Entire Project Management Process

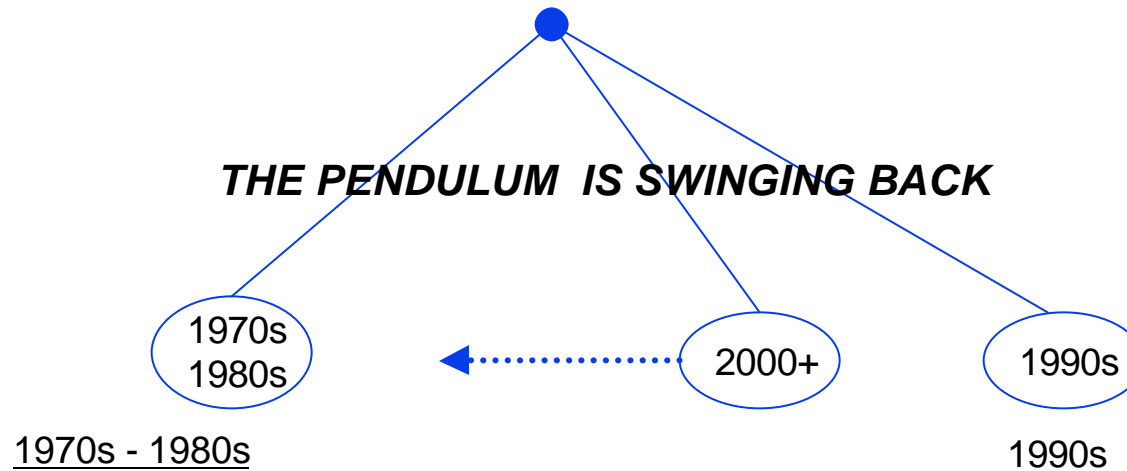


- Project Definition
    - Mission Needs
    - Technical Requirements
    - Organizational Structure & Responsibility
  - Project Planning
    - Project Plan(s) Management/ Environmental/ Procurement)
    - Work Breakdown Structure
    - Development of Baselines (Cost/Schedule/Technical)
    - Acquisition Strategies
  - Project Management Documentation (PMD)
  - Cost Engineering (CE)
- Baseline Management
  - Configuration Management
  - Project Control
    - Cost/Schedule Control System
    - Change Control
    - Performance Measurement
    - Reporting
    - Contingency/Risk Management
  - Quality Assurance/Quality Control
  - Design/Construction Management
  - Project Management Documentation (PMD)
  - Cost Engineering (CE)
- Project Reporting & Assessment
  - Project Status Reviews
  - External Independent Reviews (EIR)
  - Independent Cost Estimates (ICE)
  - Project Management Documentation (PMD)
  - Cost Engineering (CE)



NETL Can Deliver All  
The Above Tools to EM

# NETL's Perspective on the Evolution Of Project Management In DOE



- DOE Orders/HQ-Mandated Requirements

*Included:*

- Project Management System (4700.1): Detailed Prescriptive Procedures for Managing & Reporting Projects
- Major System Acquisition Process (5700): Key Decisions
- General Design Criteria (6430.1A)
- Independent Reviews
- Independent Cost Estimates

- Establishes High-Level Departmental Requirements for Planning, Acquiring, Operating, Maintaining, & Disposing of DOE's Physical Assets *Includes:*

- Life Cycle Asset Management (430.1)
- Joint Program Office Direction on PM
- Revised ESAAB Process
- LCAM Good Practice Guides

NETL Sees A Centralized  
Project Management System  
Returning to DOE



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# CABE CORE VALUES

- **We are customer oriented**
- **We are committed to excellence**
- **We are “doers” and problem solvers**
- **People are our most important resource**
- **We will team and partner with other organizational elements of NETL, EM, DOE, Government, and Private Industry to accomplish our mission, goals, and objectives**

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